

A hand is shown in silhouette, reaching towards a surface of water. A single drop of water is suspended just above the surface, about to fall. The background is a soft, blurred gradient of light and dark tones, suggesting a natural setting like a sunset or sunrise. The overall mood is serene and focused on environmental care.

SUSTAINABILITY STRATEGY
MUCH MORE
THAN JUST TOURISM 2.0

2024-2030



A STRATEGY ROOTED IN BUSINESS & MUNICIPALITIES





BACKGROUND FOR THE SUSTAINABILITY STRATEGY

Development of This Strategy

More than Just Tourism 2.0 is Destination NORD's strategy for responsible tourism development for the period 2024–2030. A key component of this strategy is the development of a sustainability strategy that can help the destination and its partners achieve the goal of responsible tourism development.

The preparatory work has included:

- Collection of the latest data on tourism and sustainability trends
- Interviews with municipalities, industry representatives, and our partners about needs and strategic challenges (see next page)
- Workshop with the management and staff of Destination NORD
- Dialogue meetings with representatives from the industry as well as the board and management and staff of Destination NORD, all of whom have contributed to shaping the strategy

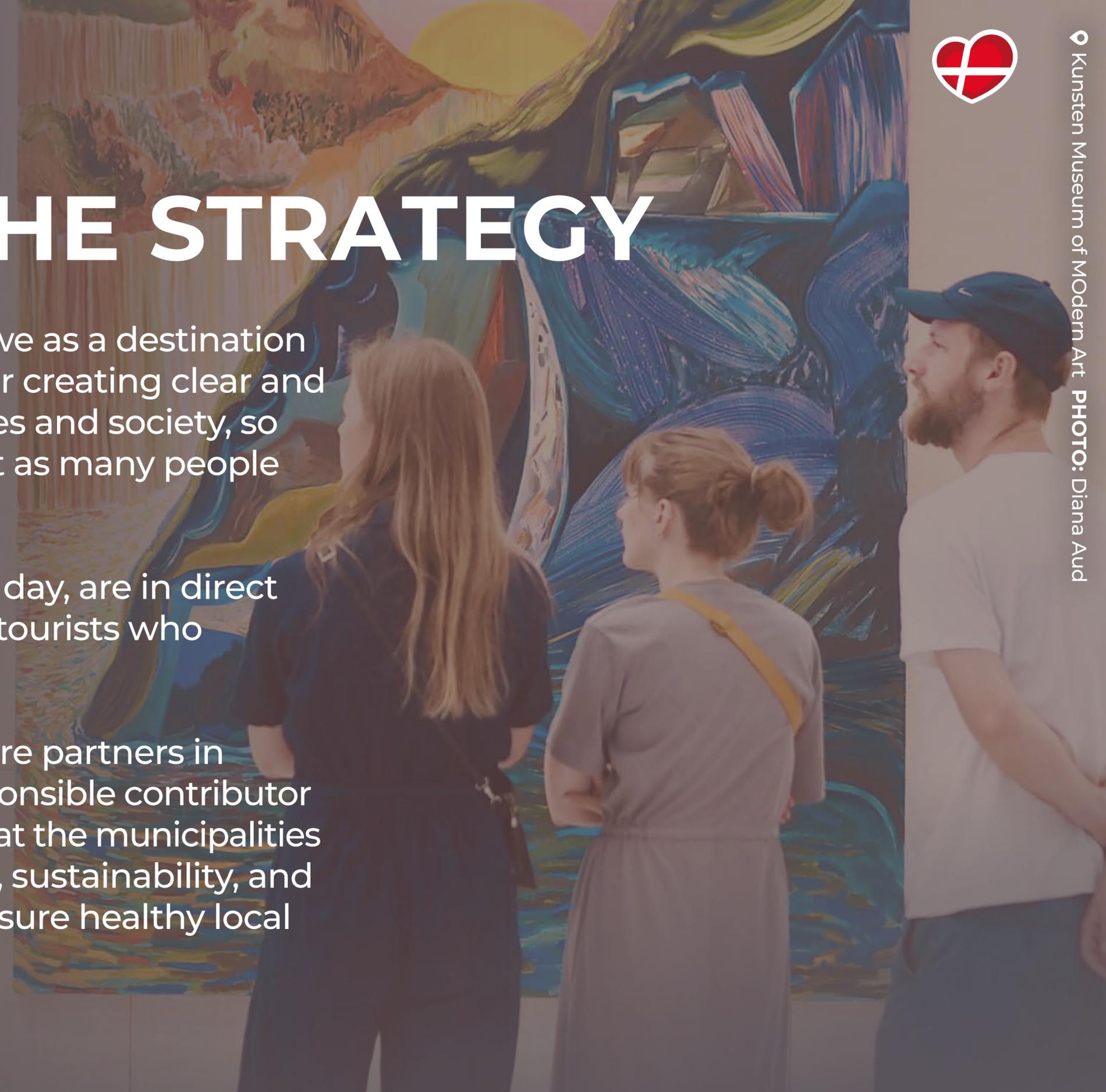


THE CORE OF THE STRATEGY

We operate from a **B2B perspective**, where we as a destination management company take responsibility for creating clear and significant positive impact for both businesses and society, so that the value created by tourism can benefit as many people as possible within our destination.

Our business is all the **companies** that, every day, are in direct contact with the happy leisure and business tourists who choose to visit our destination.

Our business is also the **municipalities** that are partners in Destination NORD. They see tourism as a responsible contributor to addressing larger and broader challenges that the municipalities face: settlement, retail, cultural development, sustainability, and year-round job creation – all of which help ensure healthy local development and welfare.





STRATEGIC CHALLENGES – 1

The strategic challenges that the strategy aims to address have become evident through conversations with the destination's four municipalities, stakeholders, and employees at Destination NORD. There is a clear desire for **broader and more visible impact** from tourism in the coming years, and it is particularly this challenge that the strategy seeks to tackle.

- Tourism is **under pressure** in terms of funding from the state, municipalities, and businesses
- Tourism must **contribute to solving** some of society's major challenges
- Tourism must **"prove its worth"** in more concrete ways through measurable impact
- Technology can support tourism through **data, AI, and ChatGPT**
- The EU's upcoming digital reporting system puts pressure on the tourism sector – both as a **development opportunity** and as a **resource-intensive initiative**



STRATEGIC CHALLENGES – 2

- Sustainability across all bottom lines is becoming increasingly important for the state, municipalities, and businesses
- Greater political pressure on tourism to deliver impact in more contexts
- Products and places need development to maintain competitiveness
- Other Danish and international destinations are upgrading their competencies and market presence
- The destination's partners are placing increasing demands for results from the partnership



COLLABORATION ON IMPACT

DRIVER

DESTINATION NORD

PARTNERS

THE COMPANIES

THE 4 MUNICIPALITIES

IMPACT

**ECONOMIC
IMPACT**

**GREEN
IMPACT**

**SOCIAL
IMPACT**

**WELFARE
IMPACT**



STRATEGY WITH BIG IMPACT





STRUCTURE OF THE STRATEGY

On the following pages, we present **our ambition** to harness the value creation of tourism to support greater welfare, a sustainable future, and attractive, sustainable cities and communities.



We unfold the new strategy through a mission, vision, and the guiding principles and objectives that will steer our efforts in implementing it.

Behind the strategy are action plans that detail how we will concretely put the strategy into practice in the coming years. The strategy itself **runs until 2030**, while the action plans will be continuously adjusted.



MISSION
WE ARE HERE TO
CREATE RESPONSIBLE
DEVELOPMENT AND HAVE
A SIGNIFICANT POSITIVE
IMPACT ON ECONOMY,
ENVIRONMENT,
AND SOCIETY.



**VISION
TOGETHER WE CREATE
CLEAR VALUE AND
TURN SOFT VALUES
INTO HARD CURRENCY
– EVERY DAY.**





OUR VISION HAS TWO FOCUS AREAS:

#1 The Catalyst of Tourism
– the businesses - because it is essential
that the businesses are always competitive.

In Destination NORD, the businesses are always strong, competent, and change-ready partners who develop attractive products and services for Danish and international tourists.

**#2 A Broad Understanding
of the Impact of Tourism**
on Local Communities and Citizens - both the
positive and the negative. The positive value
creation must be enhanced, while the negative
impacts should be minimized.

In Destination NORD, tourism creates clear and positive impact for both individuals, in the form of tourists and citizens, for businesses, knowledge institutions, nature, and society as a whole.



PERFORMANCE INDICATORS FOR IMPACT





PERFORMANCE INDICATORS AND GOALS

Performance indicators for impact	Economic	Green	Social	Welfare
Description	Tourism should economically mean more for sustainable, innovative, and competitive growth in businesses, so that companies are always developing attractive products and services for both national and international tourists.	Tourism must contribute to driving the green transition, among other things through sustainability certifications and green mobility, while also helping to create sustainable balance in both nature and society. The use of nature and culture as tourism resources must be done with respect for the balance between protection and utilization.	<p>Tourism should be used as an entry point for meetings between people through culture, knowledge, and innovation. It is through the encounter with the new and different that new understandings and formation arise – for both tourists and the residents of the destination.</p> <p>Tourism is also an effective instrument for creating place-specific, healthy, and inclusive workplaces.</p>	Tourism should contribute more to addressing some of the municipalities' larger and broader challenges through urban development and recreational infrastructure, which create more activity opportunities for residents and tourists, as well as vibrant local communities.
Goals	<ul style="list-style-type: none">Jobs all year roundIncreased tax revenueGreater brand value	<ul style="list-style-type: none">Green transition in companiesUtilization of new technologiesRegenerative tourism	<ul style="list-style-type: none">Tourism should economically mean stronger local communitiesInternational perspectiveInclusive workplaces for people with diverse needs/opportunities	<ul style="list-style-type: none">Tourism strategic planningGreat places to stay and visitImproved recreational infrastructure



PATHWAYS TO OBJECTIVES

Inspired by the concept of *Key Impact Pathways*, we work with both hard and soft indicators of progress in the form of so-called *pathways*, to show that we are on towards realising the realising the objectives for the four *impact* -areas.

- #1 Increased tax revenue
- #2 More jobs all year round
- #3 Greater brand value

ECONOMIC
IMPACT

- #4 Increased green transition in businesses
- #5 Greater use of regenerative tourism
- #6 Better utilisation of new technologies

GREEN
IMPACT

- #7 Inclusive workplaces for people with different needs/opportunities
- #8 International outlook
- #9 Stronger local communities

SOCIAL
IMPACT

- #10 Great places to stay and visit
- #11 Better recreational infrastructure
- #12 More tourism strategic planning

WELFARE
IMPACT



PATHWAYS UNFOLDED





ECONOMIC IMPACT

Each pathway contains specific hard and soft metrics.

Focus on increasing turnover and profits for businesses, measured by national indicators such as overnight stays, jobs, turnover and exports.

PATHWAY #1
INCREASED TAX REVENUE

Focus on spreading out the season through destination and product development, marketing and following up on overnight stays.

PATHWAY #2
MORE JOBS ALL YEAR ROUND

National and international campaigns that showcase the destination's strengths and help strengthen its attractiveness to businesses, researchers, citizens and students as well as major events and congresses.

PATHWAY #3
GREATER BRAND VALUE



GREEN IMPACT

Each pathway contains specific hard and soft metrics.

Focus on strengthening the level of sustainability certifications, spreading processes and knowledge about sustainability among companies, events, congresses, etc.

PATHWAY #4
INCREASED GREEN TRANSITION
IN BUSINESSES

Strengthening green mobility, green food and increasing understanding of sustainable use of nature as a current and future tourism resource.

PATHWAY #5
GREATER USE OF
REGENERATIVE TOURISM

Strengthening knowledge and competences to test and apply new technologies to strengthen the sustainability of companies on all bottom lines.

PATHWAY #6
BETTER UTILISATION
OF NEW TECHNOLOGIES



SOCIAL IMPACT

Each pathway contains specific hard and soft metrics.

Tiltrækning og fastholdelse af arbejdskraft i destinationen ved at vise, at turisme er et erhverv, hvor mennesker med forskellig uddannelsesmæssig, social og etnisk baggrund kan finde jobs året rundt.

PATHWAY #7 INKLUDERENDE ARBEJDSPLADSER FOR MANGE MENNESKER MED FORSKELLIGE BEHOV OG MULIGHEDER

Fokus på at skabe flere både professionelle og private møder mellem mennesker, hvor der sker udveksling af viden, der fører til alt fra vidensproduktion, innovation og styrket dannelse.

PATHWAY #8 INTERNATIONALT UDSYN

Fokus på at facilitere og styrke lokalt forankrede og autentiske festivaler, events og andre aktiviteter, der både kommer lokalmiljøer og turister til gavn.

PATHWAY #9 STÆRKERE LOKALE FÆLLESSKABER



WELFARE IMPACT

Each pathway contains specific hard and soft metrics.

Focus on developing and strengthening a diverse cultural life and viable retail throughout the year.

PATHWAY #10
GREAT PLACES
TO STAY AND VISIT

Develop more trails and routes, more reasons to spend time in nature, better signage and wayfinding for the benefit of citizens and tourists alike.

PATHWAY #11
BETTER RECREATIONAL
INFRASTRUCTURE

Integrate major construction and infrastructure investments in dialogue with municipalities and foundations so that tourism and recreation are always considered when making investments.

PATHWAY #12
MORE TOURISM STRATEGIC
PLANNING



GOALS FOR IMPACT





GOALS FOR ECONOMIC IMPACT

EXPANDING THE SEASON (CONVENTION)

Objective	Indicator	Target	Action Plan
We aim to attract more large meetings, events, and conferences to the destination, thereby increasing the number of overnight stays outside the peak season, ensuring that more tourism employees retain their jobs throughout the year.	We want to attract more large meetings, events, and conferences to the destination between September and June.	Increase the number of large meetings, events, and conferences we attract to the destination between September and June by 20% by the end of 2026.	Establish a baseline with the number of large meetings, events, and conferences in Aalborg in 2024 that have been attracted by Aalborg Convention Bureau. Develop a new communication strategy, implement relevant marketing actions, prepare more bids, and secure more contracts.



GOALS FOR ECONOMIC IMPACT

EXPANDING THE SEASON (LEISURE)

Objective	Indicator	Target	Action Plan
We aim to encourage stakeholders to create more leisure activities/events and corresponding marketing efforts targeted at both domestic and international tourists, ensuring that more tourism employees retain their jobs year-round.	We measure the number of commercial domestic and international overnight stays not related to business tourism (i.e., leisure hotel stays as well as stays in holiday homes, camping sites, and marinas) in Aalborg Municipality, outside the peak season, i.e., from September to June.	Increase the number of non-business tourism-related overnight stays outside the peak season by 2.2% per year until 2030.	Inspire the tourism industry to create more tourism-relevant activities outside the peak season. Enhance marketing efforts for these activities. Continuously monitor overnight stay statistics.



GOALS FOR ECONOMIC IMPACT

ENHANCED LEGACY FROM CONFERENCES AND LARGE MEETINGS

Objective	Indicator	Target	Action Plan
Create a positive, lasting impact on the local community, including strengthened knowledge transfer, improved talent attraction, expanded networks and collaboration, and increased profiling of the company's solutions and competencies in connection with conferences and large meetings, benefiting participants, businesses, and the local population.	The number of conference hosts who are informed in the bidding material about the opportunity for company visits related to the green key strengths in Destination North in connection with conferences, large meetings, and delegations in the destination.	Increase the number of conference hosts informed about the offer of company visits related to the green key strengths in Destination North (minimum 5 participants) as part of the bidding material for conferences, large meetings, and delegations in the destination by 20% by the end of 2026.	Create a baseline for 2024, including the number of conference hosts informed about the offer of company visits related to the green key strengths with a minimum of 5 participants. Set up a system using Microsoft Forms/Excel to register offers. Highlight company offerings and opportunities for site visits in: bidding material, on the website, on LinkedIn for meeting planners, at meeting planner network meetings. Create a QR code for marketing materials related to various company visits relevant for conference hosts and meeting planners of all the conferences and large meetings we attract to the city.



GOALS FOR ECONOMIC IMPACT (INTERNAL)

INCREASE TOTAL PURCHASE VALUE FROM LOCAL SUPPLIERS

Objective	Indicator	Target	Action Plan
Increase the overall purchase value of local suppliers/retailers, preserving local jobs and the authentic aspects of the local community including local resources, culture and knowledge.	Increase the share of raw materials and all other relevant services purchased from local suppliers (50 km radius).	Increase our total purchase value from local suppliers by 50 % by the end of 2030.	Analyse the total purchase value of local suppliers and benchmark it against the total purchase value per stakeholder. Introduce responsible sourcing policy. Work with value chains and supplier composition in favour of local suppliers. Make the benefits of buying local visible to the entire organisation.



GOALS FOR GREEN IMPACT

STRENGTHENED GREEN TRANSITION AT ACCOMMODATION PROVIDERS

Objective	Indicator	Target	Action Plan
We aim to strengthen the green transition at the destination's accommodation providers with more than 25 rooms, through certifications in line with the National Strategy for Sustainable Growth in Danish Tourism. The certification schemes must be third-party verified and comply with ISO 20121, ISO 14001, EarthCheck, EIC Sustainable Event Standards, Green Key, Green Globe, Travelife, or Green Tourism.	Increase the proportion of sustainability-certified accommodation providers.	Increase the share of the destination's accommodation providers with a minimum of 25 rooms that are sustainability-certified, reaching 70% by the end of 2030.	Define a baseline. Share knowledge about sustainability certifications relevant to accommodation providers, introduce funding schemes that enhance interest in undergoing certification, and highlight the benefits of certification through LinkedIn, inspirational case studies, and articles.



GOALS FOR GREEN IMPACT

STRENGTHENED GREEN TRANSITION AT ATTRACTIONS

Objective	Indicator	Target	Action Plan
We aim to strengthen the green transition among the destination's Top 10 attractions (defined by visitor numbers) through certifications. The certification schemes must be third-party verified and may include local or international sustainability certifications. Examples of international certification schemes include (but are not limited to): ISO 14001, EarthCheck, Biosphere, and Green Key.	Increase the proportion of sustainability-certified Top 10 attractions.	Increase the share of the destination's Top 10 attractions that are sustainability-certified, reaching 70% by the end of 2030.	Define a baseline. Share knowledge about sustainability certifications relevant to attractions, introduce funding schemes that enhance interest in undergoing certification, and highlight the benefits of certification through LinkedIn, inspirational case studies, and articles.



GOALS FOR GREEN IMPACT

REGENERATIVE INITIATIVES

Objective	Indicator	Target	Action Plan
We aim to increase access to relevant regenerative offerings for both business and leisure tourists.	Increase the number of tourism stakeholders, including hotels, venues, attractions, and campsites, that offer regenerative initiatives to their guests, including climate contributions.	20 stakeholders offering their guests access to a regenerative climate contribution program by the end of 2026.	In November 2024, we will introduce all tourism stakeholders in Destination NORD to a verified regenerative climate contribution program through meetings, newsletters, LinkedIn, a press release, and online on our website. We will continuously support stakeholders in establishing partnerships with the provider and highlight the benefits for tourism businesses of offering guests a well-documented climate contribution program.



GOALS FOR GREEN IMPACT

SUSTAINABLE MOBILITY

Objective	Indicator	Target	Action Plan
We aim to promote the use of fossil-free transport in connection with conferences.	Increase the proportion of conferences in Aalborg that are informed, through bidding material, about the possibility of using green mobility options: train, bicycle, walking, bus, electric rental car, or electric buses for transport from point A to B as well as for site visits.	By the end of 2026, 10 conferences will have received information in their bidding materials about the option to choose a sustainable transport solution in connection with site visits and other activities taking place outside walking distance from the conference venue.	Establish partnerships with providers of greener mobility solutions who can help design options that promote the use of public transport and bicycles as alternatives to traditional bus tours. These providers should also enable clients to measure the specific CO2 impact of their transport choices. Conference hosts will be informed about innovative transport solutions that match clients' needs and provide the data required for climate reporting.



GOALS FOR GREEN IMPACT (INTERNAL)

REDUCED CO2 FOOTPRINT FROM EMPLOYEE TRANSPORTATION

Objective	Indicator	Target	Action Plan
Choose transport modes that have a lower footprint.	Reduce the use of cars and aeroplanes and instead opt for more CO2-friendly modes of transport when carrying out work of the work.	To reduce the carbon footprint by 50 % before the end of 2030.	Updated travel policy is reviewed with new and existing employees. New travel form to register work-related transport and accommodation. List of sustainability-certified hotels in selected destinations introduced. Celebration of milestones.



GOALS FOR SOCIAL IMPACT

EMPLOYEE WELL-BEING

Objective	Indicator	Target	Action Plan
More meeting and conference clients demand a focus on social sustainability, especially diversity and inclusion. Business tourism companies must act strategically and launch initiatives that benefit their organization, local community, and clients. The project runs from Sep 2025 to Feb 2026 by Destination Nord and MeetDenmark.	Partner companies (business tourism) will be inspired through Destination Nord's and MeetDenmark's development program to work systematically and strategically with social sustainability at the destination, with a focus on initiating initiatives within among others DEI (Diversity, Equity, and Inclusion).	At least 75% of partner companies (business tourism) that use the tools from our development program on social sustainability/DEI will report a high or very high professional benefit by the end of 2027.	The project will involve preparing a project description and recruiting business tourism companies interested in being inspired to work systematically with social sustainability, including DEI. It will also include developing and testing new solutions and products within social sustainability in the sector (demonstration projects), sharing knowledge and experiences from these projects, and inspiring business tourism companies to launch new initiatives.



GOALS FOR SOCIAL IMPACT

SOCIALLY REGENERATIVE ACTIVITIES

Objective	Indicator	Target	Action Plan
<p>We aim to promote socially regenerative initiatives in the event industry and integrate authentic local experiences into conferences. This may include marginalized groups, such as homeless individuals offering guided tours sharing the city's diverse stories. The goal is to create meaningful experiences for participants and visitors, while fostering inclusion and empowerment.</p>	<p>Number of conferences and events where socially regenerative activities have been offered in the bidding material as part of the official program.</p>	<p>Include socially regenerative activities in the bidding material for at least 15 conferences or events by the end of 2027.</p>	<p>Identify social tourism initiatives in Denmark, such as Streetwalkers, and establish partnerships with relevant stakeholders. Develop and adapt socially regenerative experiences for conferences and events, including guide training and tour content. Promote these experiences to venues, event organizers, and tourism bureaus as unique and meaningful activities. Monitoring and Evaluation: Introduce a systematic method to measure how many conferences and events include these experiences, and evaluate participant feedback for continuous improvement.</p>



GOALS FOR SOCIAL IMPACT

INCREASED ACCESSIBILITY TO LOCAL EVENTS

Objective	Indicator	Target	Action Plan
We aim to strengthen locally rooted and authentic events, including language versioning and international marketing, to make them more accessible to international tourists. This can increase tourist participation side by side with the local population.	Improve accessibility to 10 selected local events throughout the year across the destination for international tourists.	All 10 selected events will be available in multiple languages (English and German) on our website and in other relevant materials by the end of 2026.	We will define 10 signature events spread across the year, establish a baseline for the number of activity descriptions in English and German, and launch a translation program that makes content accessible to international guests while promoting knowledge about linguistic accessibility. We will also inspire stakeholders to adapt messages before, during, and after events.



GOALS FOR SOCIAL IMPACT (INTERNAL)

REDUCED SICK LEAVE

Objective	Indicator	Target	Action Plan
Focus on wellbeing and reducing the risk of long-term sickness absence in the workplace to retain our talented employees and attract new talent.	Reduce sickness absence in the workplace.	Reduce sickness absence in the workplace by 30 % before the end of 2030.	Well-being surveys once a year or more frequently. Measures to improve sickness absence, increased well-being and a strong sense of belonging in the workplace: A good onboarding plan. Actions to create safe communities, an inclusive culture and a favourable framework and conditions.

APPENDIX





B2C STRATEGY FOR SUSTAINABLE VISITOR EXPERIENCES

Purpose

This appendix elaborates on Destination NORD's sustainability strategy from a visitor-facing (B2C) perspective. The purpose is to support the overall ambitions of the strategy through concrete initiatives that inspire and guide visitors towards sustainable behaviour before, during and after their stay at the destination.

The appendix serves as an operational framework for how sustainability is integrated into visitor services, communication and interpretation.

Strategic Focus

Destination NORD works purposefully to develop and communicate sustainable, accessible and year-round offers that:

- Contribute to reducing environmental and climate impact
- Strengthen social responsibility and accessibility
- Support more balanced tourism through seasonal dispersion
- Create positive and educational visitor experiences

These initiatives are realised through the active development of sustainable products and services in collaboration with destination stakeholders, as well as through clear communication and recommendations in visitor services and visitor-facing channels.

Visitor Services as a Driver of Sustainable Choices

Visitor services play a key role in communicating sustainable, accessible and year-round options.

Initiatives include:

- Promoting accommodation providers and attractions with documented sustainability certifications
- Communicating transport options with lower environmental impact, including cycling and public transport
- Highlighting dining options that focus on plant-based and/or organic food solutions
- Promoting experiences with good physical and social accessibility (via GodAdgang.dk)
- Showcasing events and activities outside the peak season to support seasonal dispersion

Staff are continuously trained to guide visitors professionally and inspiringly towards more sustainable alternatives.

Visitor-Facing Communication and Interpretation

Greener choices, accessibility and seasonal dispersion are systematically integrated into Destination NORD's visitor-facing channels:

Digital platforms:

- Website content includes greener experiences, transport and accommodation options
- Campaigns and inspiration that highlight experiences outside the peak season
- Ongoing communication of practical tips for responsible behaviour at the destination

Printed and physical materials:

- Experience guides and city maps marking more sustainable options
- Visibility of year-round experiences and alternative travel periods

Communication is positive, action-oriented and easy to put into practice.

Collaboration and Ongoing Development

The B2C initiatives are carried out in close collaboration with businesses and partners at the destination in order to:

- Strengthen the supply of sustainable and accessible products and services
- Develop attractive year-round offers that support seasonal dispersion
- Create visibility for good examples and certified solutions

Monitoring and Impact

The impact of the B2C initiatives is monitored through:

- Data on visitor choices and use of sustainable and year-round offers
- Digital engagement on visitor-facing platforms, Facebook and Instagram
- Feedback from visitors and partners

Initiatives are continuously adjusted to ensure the greatest possible sustainable impact.



DESTINATION NORD

www.destination-nord.dk